Public Affairs' Emerging Role in Information Management

Major James E. Hutton, US Army, and Major Arthur N. Tulak, US Army

THE PUBLIC AFFAIRS (PA) apparatus for Task Force (TF) *Eagle* operating in a mature theater peace operation is a unique configuration that is not in any doctrinal manual. It is task organized to provide PA services in the areas of media relations and command information (CI) within the theater and for national and international media outlets. It also consists of an Armed Forces Network (AFN) affiliate station servicing the theater of operations. However, AFN is not under the direct supervisory control of the TF's Coalition Press Information Center (CPIC) director.

This article details the structures in the apparatus and its media relations, CI and AFN broadcast operations. Although this article centers on the operation's structure at the time of this writing, operational considerations for further structure development were not examined because it is unlikely this unique PA structure will be replicated in future operations.

The CPIC functions as a part of the division exercising command and control (C^2) of the US sector of responsibility and TF *Eagle*. The structure includes international coalition elements. This article focuses exclusively on the American contribution to the division's PA operation. Each CPIC element contributes to the PA mission by bringing numerous necessary skills to fulfill the obligation of informing a vast array of internal and external publics. The mission depicted in Figure 1 focused on getting materials out quickly and accurately to any legitimate media source through the use of information technology (IT) such as E-mail, the Internet and on-site visits, briefings and interviews.

This complex peace operation led to multiple tasks for PA personnel resulting in a task organization consisting of a mixture of US Army Reserve (USAR), Army National Guard (ARNG) and Active Component (AC) units. Because each organization was a crucial player in creating a solid PA

program, the initial focus was on the CPIC headquarters and the Mobile Public Affairs Detachment (MPAD) that supported it. The focus then shifted to a multifunctional MPAD, which dispersed its three teams over a wide range of PA activities. The final concentration was on the efforts of an MPAD dedicated to an information acquisition mission in disparate parts of the country.

Conducting CPIC MPAD operations requires ingenuity on the part of commanders and soldiers. CPICs, by their nature, are ad hoc organizations, and organizing and maintaining coverage of all PA responsibilities requires constant refinement and task organizing as the situation develops. MPADs come primarily from the USAR and ARNG and usually deploy separately from their home state or regional organizations. While adjusting to emerging organizations, an MPAD soldier must demonstrate self-sufficiency and resolve to accomplish the PA mission.

CPIC Operations

The CPIC consists of an AC US Army lieutenant colonel as director and three MPAD officers in charge (OICs). The division PA officer (PAO)

Mission Statement: Contribute to public confidence by providing maximum US and international media access to unclassified, timely, and accurate accounts of operations. Inform internal military audiences by providing coverage of the operation throughout all phases.
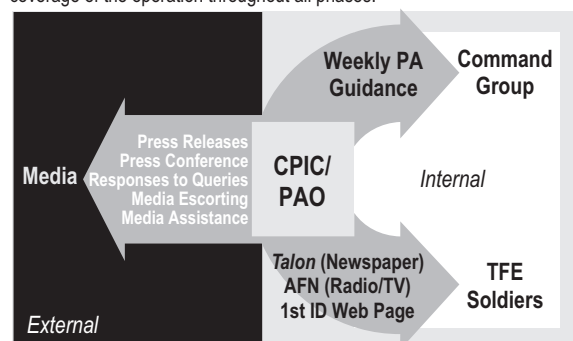
Figure 1. TF *Eagle* PA Mission

serves as the *de facto* deputy CPIC director and is the editor in chief of the weekly CI magazine. The relationship between the TF CPIC and higher head-

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quarters Stabilization Force (SFOR) CPIC is one of information sharing only.

The CPIC director serves as the senior PA officer in the TF and is also the single conduit for providing updated information to the assistant secretary of defense for public affairs (ASD-PA). He conducts daily telephone conference calls with the ASD-PA and initiates the call to a conference bank each day at 1400 local time (0800 in the eastern United States), Monday through Friday. Joining the conference call is the ASD-PA and other government representatives. The CPIC director gives a brief synopsis of events that have potential media interest and then analyzes information appearing in the local and regional media. The ASD-PA sometimes asks questions or requests the collection of specific information for future conference calls. The information supplied to the ASD-PA is often used in addresses to the Pentagon media corps and supplements information needs for other government agencies.

One USAR MPAD served as the CPIC headquarters element and was task organized for the operation and included:

- 5 personnel stationed in the division tactical operations center (DTOC).
- 4 stationed in a query section.
- 4 stationed in an operations cell.
- 2 detached to another location in the area of responsibility (AOR).
- 1 commander.
- 1 first sergeant.

The personnel in the DTOC must have a broad understanding of the daily activities, overall mission, coalition forces, location and missions of subordinate units and political developments in the AOR.

The DTOC team, led by a captain, captured key operational information and maintained a constant presence in the DTOC throughout the operation. TF *Eagle* headquarters conducted two regularly scheduled battle update briefings and maintained a series of informational boards throughout the day.

With the information, the team was able to assemble questions and answers (Q&As), develop hold for query media releases and create preliminary media releases for specific events. The CPIC director was the approval authority on most media releases with the TF *Eagle* commander reserving release authority for sensitive issues. Positioning a team in the DTOC ensured PA was "in the loop" on all issues, was able to provide timely advice to the battle captain and command group and knew issues in sufficient depth to develop comprehensive answers to queries.

The query and operations personnel were also required to understand the broader mission, local news media, theater-specific escort ground rules and daily activities of interest to the media. This required an understanding of area history—in the full context of international relations—geography and political interactions.

Multifunctional MPADs

One USAR MPAD deployed as a complete unit. It served multiple functions for the PA effort, including CI, marketing and distribution and information acquisition. Its headquarters consisted of a major and a first sergeant. The unit was structured as follows:

- CI magazine: 1 first lieutenant, 2 sergeants first class, 1 sergeant and 1 corporal.
- Marketing and Distribution: 1 captain, 1 staff sergeant, 2 sergeants and 1 specialist.
- Acquisition: 1 captain, 1 staff sergeant, 1 sergeant and 2 specialists.

One of the teams gathered products from other detachment components. The team delivered its materials for use by the marketing and distribution team that belonged to the same MPAD. Materials included Hometown News Releases (HTNRs) and video products. The HTNRs were sent to the HTNR center in San Antonio, Texas, and the video products were sent to AFN-Europe (AFN-E) in Germany. The captain was the approval authority for shipment of collected items. The acquisition team was assigned a specific geographical location. The team gathered video stories and still photographs for distribution by the marketing and distribution system.
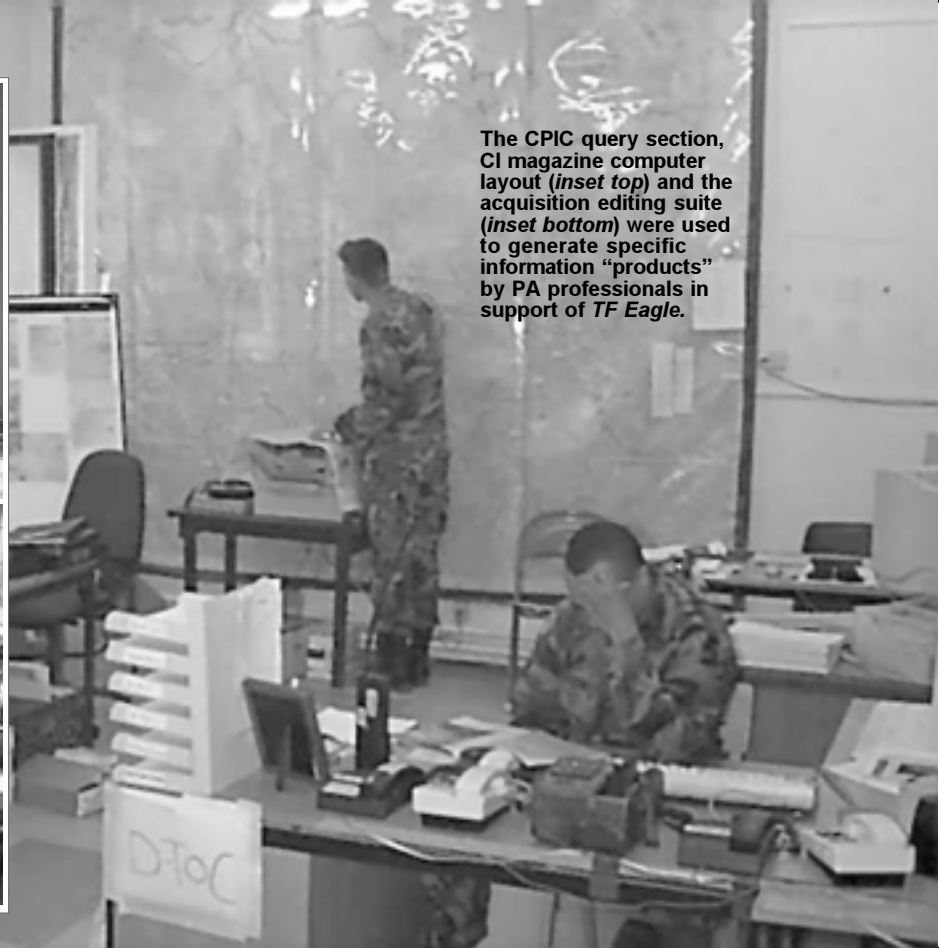
The CPIC query section, CI magazine computer layout (*inset top*) and the acquisition editing suite (*inset bottom*) were used to generate specific information "products" by PA professionals in support of *TF Eagle.*

Prior to entry into a theater of operations, MPADs and other PA entities must develop a plan for information gathering for internal education. Personnel in MPADs must have a broad understanding of the missions and sub-missions of the units involved and quickly assimilate knowledge to construct meaningful PA products. Additionally, PA organizations must develop methods to ensure inclusion in operational matters. . . . Permanently positioning PA personnel in TOCs adds tremendously to the viability of the organization to deliver relevant PA products.

The theater major command (MACOM) PA office trained the detachment. Training included advanced digital camera use and video editing procedures. The detachment used digital still cameras and beta (video) cameras to develop CI products. The detachment also used a linear editing suite. Advanced training was essential for the unit to maximize existing IT.

An ARNG MPAD consists of three teams assigned exclusively to perform the acquisition mission. The MPAD's teams developed video and still photography products for AFN. The MPAD headquarters included a major, first sergeant and specialist.

The teams were initially fielded as:

Team 1: 1 OIC (captain), 1 staff sergeant and 3 sergeants.

Team 2: 1 OIC (first lieutenant), 1 sergeant first class, 1 staff sergeant and 2 sergeants.

Team 3: 1 OIC (first lieutenant), 1 sergeant first class, 1 staff sergeant, 1 sergeant and 1 specialist.

The team produced 1 to 3 minute video clips with Beta video cameras and linear Beta-capable editing suites. The clips were edited at each of three MPAD's AORs. General guidance for material selection is given by the team OIC, with input from the MPAD commander. Specific selection of material was made by the photojournalists. Moreover, the photojournalists were encouraged to exercise creativity and were relied on to develop stories through their close contact with field units. In addition to the video pieces, the teams provided 10 minutes of "b-roll" each week for use as background for stories written and produced by AFN-E.

The MPAD's three teams were each assigned geographical AORs. An OIC led each team and remained at an outlying installation for the deployment's duration. The teams each had a near-equal proportion of 46Q print journalists and 46R broadcast journalists. The teams acquired news items using five Beta-video cameras and six digital still cameras. The MPAD also had two chemical-based still cameras and a linear editing suite at each

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location. Additionally, the MPAD was authorized seven M998 high-mobility multipurpose wheeled vehicles (HMMWVs).

PA Insights Gained

Deployed PA units must ensure a mechanism for systematically collecting and distributing PA products. A systematic plan for collecting video stories will facilitate enhanced CI products for use outside the theater of operations—including commercial markets. Prior to entry into a theater of operations, MPADs and other PA entities must develop a plan for information gathering for internal education. Personnel in MPADs must have a broad understanding of the missions and sub-missions of the units involved and quickly assimilate knowledge to construct meaningful PA products. Additionally, PA organizations must develop methods to ensure inclusion in operational matters. If personnel are available for the mission, permanently positioning PA personnel in TOCs adds tremendously to the viability of the organization to deliver relevant PA products.

Units must fully exploit the HTNR program. Although journalists had to shoot at least five photographs per week, they were not limited to that number. The growing use and capability of digital imagery make this program a potential boon for delivering PA products. Likewise, technology-dependent video products require constant equipment upgrades. The capabilities of the unit must match theater-specific requirements before entry into the AOR.

MPADs and other PA agencies cannot operate at optimum efficiency without adequate computer system support. Since training levels of individual MPAD members will vary, the theater PA office must provide updated training methods once units arrive in-country, and procedures to ensure maximum use of technological advances. Good PA skills are acquired over time with extensive schooling and field experience.

Automation equipment is increasingly complex and abundant. PA units are effective only to the extent they can maximize use of current and emerging IT. Many PA units deploy separately from their higher headquarters and must have the capacity to gain connectivity very quickly. Therefore, soldiers should be well equipped to perform unique tasks appropriately to accomplish their mission and provide for personal protection. By using the creativity of soldiers who are in close contact with units in the field, PAOs can ensure their teams will yield the most meaningful and insightful soldier-related stories.

TF *Eagle* Media Relations

Media relations constituted the largest effort by the higher headquarters and TF *Eagle* CPIC. By using IT, the CPIC made detailed information available to the media and directly to the public. PAOs provide traditional activities, such as press conferences and media escorting, tasks that may not be possible in future "hot" conflicts. The effort to market products within the military also has a dedicated team focused on delivering products to AFN and other military outlets. With further doctrinal adjustments, marketing efforts can expand to commercial outlets using targeting techniques and fully exploiting the Internet. Adhering to the principle of "maximum disclosure with minimum delay," requires an intensive effort by dedicated professionals. This operation had an abundance of such professionals who enthusiastically told "the Army story."

Several higher headquarters organizations maintain their own web sites and product lines as follows:

● NATO maintains a thorough web site providing detailed information for media representatives and the public. The site is maintained in conjunction with the operation and includes organization-specific fact sheets, facts and figures, news conference and remarks transcripts and photographs.

● Supreme Headquarters Allied Powers Europe's site maintains a catalog page that permits the user to look at documents from previous months. It also highlights specific facts about the operation including the following subjects: mission, mandate, authority, duration, size (of the force), contributors, commander, overall military authority, political oversight, contributing Partnership for Peace countries and other nations participating.

● Air Force South's site includes text-version presentations, press briefing transcripts, press conference transcripts and press releases.

● The Central Land Force's site provides press briefing transcripts.

Local media question the CPIC director from CPIC headquarters (*inset*).

*Developing and refining **target** media lists is a continual process for media relations officers. They must continue to expand distribution fax lists and continually expand E-mail listings. Further, the effort to find suitable outlets cannot stop at overarching international outlets such as CNN and the **New York Times**. . . . Routine briefings to local media can reduce the effects of rumors and help gain the local populace's trust and confidence. It is important that a media analysis be conducted to assess the accuracy of the reporting about the press conference.*

● The UN web page lists by number Security Council Resolutions, press releases and reports.

Among the many products delivered by the higher headquarters CPIC was a daily situation report (SITREP), which listed the following information: activities, events and incidents; announcements of the senior civilian from the international agency overseeing the operation; force activities; very important person (VIP) visits; planned media events; manning/movement; significant media events for the force; and organization and equipment.

Activities and events focused on upcoming press conferences and the representatives expected to be present. The announcements of the senior civilian representing the international organization overseeing the operation were listed to ensure important statements were described to the media. Key force activities listed actions that affected the overall op-

eration and could attract media interest. VIP visits were simply listed. Planned media events included functions such as ceremonies that could lead to media interest. The manning and movement section described the status of key public information/PAOs at each level. Finally, issues concerning equipment or organizational needs were described under organization/equipment.

The higher headquarters CPIC at SFOR headquarters in Sarajevo provided media analysis to subordinate CPIC and PA organizations. The media analysis was delivered via E-mail. The document began with a synopsis of the operation's major media topics and was followed by a major quote of the day by a key figure.

The first section of the document focused on the numerous local issues concerning the operation that appeared in the media during the week. Each topic

was synopsized from each source and location from which it was drawn. Each synopsis normally was no more than 12 lines of text and had portions highlighted which were significant to the operation.

Part two of the document was a synopsis of international media reports. In this section, reports

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were compiled into a single synopsis for each topic and the source(s) was (were) annotated below.

The next section listed all the sources monitored by the CPIC, complete with the city of publication or broadcast and the frequency of publication or airing. The list was separated by type as follows: newspapers, periodicals, TV/radio broadcasts and wire services. Other appendixes included recent press conference transcripts, when available. The service allowed PAOs to receive consistent updates on contentious issues to assist them in preparing local media guidance to commanders and soldiers.

Command Message Production

The TF *Eagle* CPIC director developed and published weekly messages for commanders in his sector. The weekly document was, however, far more comprehensive than a simple theme format. It included key information about the overall operation. For each major topic, the document listed command messages (or *talking points*) and Q&As for expected or possible queries.

The next section highlighted general themes supporting the force mission. The purpose of "themes" was to have talking points available for commanders and staff officers to use for discussion and broadcasts to local leaders and citizens. Regardless of question or forum, PAOs tried to incorporate these themes into their responses. Such techniques are common in CONUS-based installation community relations programs and all media relations operations but are relatively new to overseas PA operations. As the broader implementation of the still-developing

concept of information operations and management matures, such practices may become commonplace. Media tips formed the final section. A list of preparation and execution techniques assisted commanders and soldiers alike to present their best effort when speaking to the media.

Consistently published command messages were critical to continued information success, but they must be short, clear and easily remembered. Overloading prospective interviewees with long lists of talking points may be confusing and may affect their confidence or overall presentation. Likewise, Q&As for topical issues will help commanders and staff officers understand the situation surrounding events. PAOs should not be dictatorial about memorizing answers. Rather, they should emphasize the content and allow commanders and soldiers to put the answers in their own words.

TF *Eagle* created and maintains an Internet web site homepage for media and public information and for deployed soldiers. The address is: <http://www.tfeagle.army.mil/>. The homepage includes the following elements:

● Commanding general's (CG's) welcome message and biography.

● TF mission statement.

● History of TF *Eagle*, including ongoing operations.

● Photo album consisting of hundreds of JPG photographs focusing on key activities and VIPs.

● Maps and background information about the area of operations (AO).

● Division history, including subordinate units' histories.

● Reserve Component (RC) contributions to the operation.

As a means of informing the media of releases and upcoming media events, the CPIC developed a media relations telephone fax list for distribution. The CPIC developed the group dial fax list that separates groups for quick dial. The list had a supplementary media list that included national outlets including TV and radio stations and print publications. Each source listed on the supplementary list had a by-name point of contact, telephone number and fax number. In many instances, the source description included publication schedules, print location and circulation figures. The quick dial group list was organized into three groups:

● Battle Numbers (military and related PA numbers) included: European Command (EUCOM); ASD-PA; US Army Europe (USAREUR) PAO-Germany; USAREUR-Hungary; CPIC Sarajevo; 1st

Armored Division (1AD)-Germany; V Corps PAO; Sarajevo Press (office).

- Other individual PAOs.
- World Media included: AFP Zagreb; WTN Sarajevo; WTN Zagreb; *New York Times*-Sarajevo Bureau; ABC-TV Sarajevo; *Stars and Stripes*; Associated Press (AP) Tuzla; *New York Times*-New York Bureau; CNN Atlanta; and the *Columbus Ledger*.
- World Media II included: Reuters-Tuzla; AFP Tuzla; ABC Tuzla; ABC Radio-Sarajevo; NBC Sarajevo; *Stars and Stripes*; and Reuters Sarajevo.

Developing and refining *target* media lists is a continual process for media relations officers. They must continue to expand distribution fax lists and continually expand E-mail listings. Further, the effort to find suitable outlets cannot stop at overarching international outlets such as CNN and the *New York Times*. Media relations officers must seek out local and regional outlets in the United States that may be interested in using key media releases, fact sheets or repackaged CI products. PAOs must take special care to ensure military journalists collect home town information from the subjects of their articles. These articles can, in turn, serve as excellent source material for local and regional media outlets for development of story lines.

Press Conferences and Media Events

The TF *Eagle* CPIC director, along with other officials, held weekly press conferences alternating between Brcko and Tuzla. The CPIC director, accompanied by a contract civilian interpreter, drove by convoy to fixed sites for press conferences. The press conference sites alternated between the two cities in the region operationally commanded by the TF *Eagle* CG.

Local and regional media outlet representatives attended the press conferences. The format consisted of a briefing by a coalition representative, a representative from the International Police Task Force and the CPIC director. A Q&A followed each representative's prepared comments. The prepared comments and answers to questions were translated simultaneously into the local language for media members. Routine briefings to local media can reduce the effects of rumors and help gain the local populace's trust and confidence. It is important that a media analysis be conducted to assess the accuracy of the reporting about the press conference.

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US Army

MPAD personnel escorting media in Bosnia.

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For the Bosnia AOR, media packets include the following items: copies of recent CI magazines; mine data information pamphlets and awareness alert; local language mine awareness documents; terms for local language city spellings, pronunciations and acronyms; comment sheets; media ground rules; authorization documents for media travel, lodging and health care in-theater; organization charts and history briefs of the operation and participating units; RC contribution fact sheets and

coalition partners' fact sheets. In addition, the CPIC required media to carry and display coalition credentials (see Figure 2) at all times.

The CPIC escort section encountered unique challenges when escorting non-American/non-Western

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media in Bosnia. Escorts noted the following elements when dealing with such media:

● Allow extra time for explaining/translating to local media items mentioned in briefings.

● Build extra time into itineraries because additional time may prove necessary at each stop.

● Expect the possibility that media in some countries may not have professional training or advanced education. This may result in unusual questioning or politically charged products produced by unskilled or politically motivated journalists.

● Use of jargon, service-specific acronyms or terms and operational lingo make translation very difficult and may cause journalists to miss key information.

Further, PAOs must allow for and plan for redundancy in communicating with local media, particularly when translation is required. Reporters and liaisons from other nations may be reluctant to ask questions when information is not understood. PAOs should develop back-brief techniques that allow the reporter or liaison to articulate the intent of the message. Take special care not to embarrass foreign reporters or liaisons.

Media movement is normally facilitated by the CPIC using HMMWVs and walking. Use of helicopters is on a case-by-case basis. Helicopter usage to support media has clear command guidelines. The TF *Eagle* commander limited the use of helicopters for supporting media news gathering activities. Media requests for visits were routed through the CPIC. Approval for including media on helicopter flights must meet these criteria:

● CG's written approval.

● Media representative(s) must have Invitational Travel Orders.

● The mission has to be a previously scheduled flight with a legitimate military purpose.

Marketing CI Products

One MPAD assigned to the CPIC developed an external marketing plan for extended distribution of theater PA products. As part of its standing operating procedures (SOP) one MPAD developed an external marketing and distribution list, which detailed the following headings: mail (delivery method), story types, publication/address (of receiving agency or publication) and notes. The mail methods included E-mail and posted mail. The local CI magazine was produced in hard copy but was also staged on an Internet web site dedicated to the operation and served as a potential marketing tool.

Story types included branch specific, RC-interest, video, unit specific and all general category. The SOP determined the type of method to be used to deliver the products. The marketing distribution list did not include commercial media outlets. In the future, external marketing distribution of CI prod-

Figure 2. Press Pass

An AFN broadcaster in action. (*Inset*) The AFN Transmitting Station.

US Army

By mixing satellite feed and local programming, AFN demonstrated for soldiers their connection between the operation and the American public. . . . Broadcast assets from AFN-E were used to provide information and entertainment to US soldiers and civilians deployed to the theater. AFN broadcasted to listeners at all locations in Bosnia, Tazar, Hungary and Zagreb, Croatia. Located on the same installation as TF Eagle headquarters, AFN provided information and entertainment on a 24-hour basis throughout the operation.

ucts should extend to commercial outlets. With soldiers' home towns listed as part of CI products, a special effort should be made to research home towns and deliver digital copies to local papers. A source that lists home town newspapers is an index available on the Center for Army Lessons Learned (CALL) home page at <http://call.army.mil/call.html>.

One MPAD marketing and distribution center received and distributed approximately 10 to 12, 2-minute video products per week from acquisition elements in the field. The products were edited by the sender for use by AFN. Each item contained news or information that had unit relevance. The products' intended audience included AFN-E, where the predominant number of deployed soldiers were headquartered. The marketing and distribution center routinely sent one dubbed copy from a Beta master to AFN and archived another copy in the CPIC.

One copy of video stories should be sent to CALL for permanent archiving and use by deploying forces. The archived copies may also prove useful to researchers and other units deploying to similar operations. Another possible consideration is sending CI products to select commercial outlets in the United States. Targeted distribution of print and video products may

be of use to home town outlets, especially in smaller markets. This idea requires testing for effectiveness. Units can develop methods to determine how often and where products are used by contacting agencies that are on the targeted mailing list and inquiring about use of their product(s). Intense media analysis is imperative in peace operations and should be a CPIC/PAO/MPAD responsibility.

Insights

Media relations will continue to be the critical link in keeping the American public informed about US military operations. The excellent efforts by the TF *Eagle* CPIC in escorting the media, providing detailed information at press conferences and routinely releasing information through contact lists were important to maintaining the trust and confidence of the general public. The growth of technological possibilities for gaining links with the public requires diligent searching by PA professionals for new market venues. This new effort to seek out potential markets through the Internet should continue to be explored.

Likewise, senior commanders must capture every chance to speak to the American public through

the media. PA professionals must find outlets for commanders to deliver targeted messages to the public. This combined effort will greatly increase the public's interest level and improve its ability to

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Media relations officers must seek out local and regional outlets in the United States that may be interested in using key media releases, fact sheets or repackaged CI products. PAOs must take special care to ensure military journalists collect home town information from the subjects of their articles. These articles can, in turn, serve as excellent source material for local and regional media outlets for development of story lines.

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understand the Army's involvement in global operations. Moreover, it is imperative that commanders see this effort as their solemn responsibility to keep the American people as fully informed as possible.

Delivering a high-quality CI product to soldiers in the field is a critical element to successful PA operations. Skilled journalists, careful editing, clear guidance and adherence to firm production deadlines are all acutely important to the process. Consider the following vignette: "When the (Civil) war entered Pennsylvania, the *Philadelphia Inquirer*, often sold up to 25,000 copies of a single issue to the men in the field. During a lull in the Battle of Cedar Creek in October 1864, observers later remarked that the first thing the men did along the line was to sit down, boil coffee and pull out their newspapers."

Production

This section highlights the techniques employed by the CI magazine staff. The central element to the entire process is production schedule execution. Production staff comes from a multipurpose MPAD assigned to the CPIC. It produces a full-color, weekly CI publication—*Talon*. The production team is staffed by: 1 OIC (first lieutenant); 2 sergeants first class (46Q); 1 sergeant (46Q); and 1 corporal (46Q).

Articles for the *Talon* are developed and written by magazine staff members. The division PAO is the editor in chief and acts as the publishing approval authority for the TF *Eagle* CG. The team creates the magazine using an Adobe software format. The copy is taken to a contracted printer for setting and production. Each week, another team from the same MPAD distributes 5,500 copies. Additionally, the publication was put on-line in hypertext markup language (HTML) format. Each magazine has 12 pages produced on high-quality gloss paper with full-color photographs. A firm production schedule is in place, ensuring the product a Friday distribution and Saturday web site posting.

The CI magazine team chief and the PAO coordinate assignment schedules for assigned journalists. The PAO assigns subject areas for journalists to cover. The team chief delivers specific assignments for journalists in the field via E-mail and telephone and produces a list of the previous week's requirements and a comparative list of items that were printed. If the PAO's guidance for articles is not met, an assignment is reissued.

Key leader input to CI products enhances and expands the communication process in units. By ensuring deadlines are met on a routine basis, production staffs can give the proper amount of detail, leading to high-quality messages to soldiers. Additionally, deployed PA units must develop a tracking mechanism to ensure CI products meet the commander's intent for informing the force.

TF *Eagle* Broadcast Operations

AFN provided a service to soldiers, civilians and commanders that was more important than simply transmitting information. By providing timely news and information, the service enhanced the commander's ability to quickly and consistently provide his intent for operations to personnel in-theater. It also provided a discernible link to home for deployed personnel through the use of targeted entertainment and news programming. By mixing satellite feed and local programming, AFN demonstrated for soldiers their connection between the operation and the American public.

Broadcast assets from AFN-E were used to provide information and entertainment to US soldiers and civilians deployed to the theater. AFN broadcasted to listeners at all locations in Bosnia, Tazar, Hungary and Zagreb, Croatia. Located on the same installation as TF *Eagle* headquarters, AFN provided information and entertainment on a 24-hour basis throughout the operation.

The station's personnel consisted of: 1 OIC (captain), 1 Air Force noncommissioned officer in charge (NCOIC), 1 NCOIC broadcaster, 4 US Army, Air Force and Navy enlisted broadcasters, 1 Navy chief technician and 3 Air Force technicians. The station emitted 100 watts of power. AFN also had the capability of executing remote broadcasts and had limited video production capability with a Beta camera and linear on-site editing suite. AFN aired four live shows daily, Monday through Friday, and used a feed from AFN-E to fill the rest of each day. The four shows filled 11 hours of airtime:
- 0500-0900, Top 40.
- 1500-1800, Classic Rock.

- 1900-2100, Alternative Rock.
- 2200-0000, Urban.

The live shows by broadcasters included interviews with various people, some of which were coordinated with the Joint Visitors Bureau (JVB), and used popular broadcaster monologue techniques. On some shows, phone callers participated in the broadcast. Future planning considerations should establish an SOP to regulate propriety and content.

Affiliate personnel developed programming recognizing their target audience was very different from that of most radio stations. AFN developed programs that reflected the interests of the target audience. The programming at the station included on-air banter and listener call-ins aimed at a youthful (early 20s) audience who were the largest segment of listeners in the theater. Message breaks were filled with local interest items such as maintenance, safety and command interest issues. This is in contrast to the normal family related spots that are common for many AFN and other Armed Forces Radio and Television Service outlets.

AFN staff writers wrote and produced news spots about issues in the theater. The news spots consisted of two main stories. One story emanated from the headquarters installation for the deployed force. The other was developed and delivered by the marketing and distribution team from an MPAD assigned to the CPIC. The 2 1/2- to 5-minute news spots were recorded onto Beta-compatible tapes, edited on an on-site linear editing suite and reduced to a cartridge (CART) tape for airing on the radio. Tapes from the MPAD contained video clips and the sound was dubbed onto the CART using the editing suite. The video product was sent to AFN-E based in Frankfurt, Germany.

Local news included information pieces of interest in the theater of operations. The pieces were aired 11 times daily Monday through Friday—four times during the morning show, three times during the afternoon show, twice during the early evening show and twice during the late evening show. The spots also aired four times on Saturday. Each program takes approximately 1 hour to write, and the local story takes about 30 minutes for the reader to record his spot.

A full contingent of broadcasters can give a radio station the capability to produce remote news and information pieces. This more fully integrates the listening audience and provides greater possibilities for dissemination of pertinent CI. Likewise, target audience evaluation is an essential element for capturing and maintaining local audiences. This is especially important in a theater of operations because the commander must have an ability to air important messages quickly and to a large, representative audience. For future operations, deployed AFN assets must develop techniques and procedures to maintain a steady CI flow about current operations. The techniques must recognize a unique target audience and varied key listening times.

Creating a fully capable CPIC is a challenge that will continue to present itself for all future operations. The elements of structure design, media relations, CI and broadcast operations must come together as a single entity focused on the PA tenets outlined in US Army Field Manual 46-1, *Public Affairs Operations*. PA provides a connection with the American public and other key publics and provides commanders with an outlet for disseminating a wide variety of information to soldiers and civilians in the theater of operations. Commanders must ensure the CPIC and AFN structure and that they can deliver continuous operations and detailed analysis. Further, CPICs and AFN affiliates must continue to produce local news in addition to any feeds from sources outside the theater of operations, and PAOs must remain diligent in informing their key publics. The nation and our great soldiers depend on them to "get the word out." **MR**

Major James E. Hutton is a military analyst, Center for Army Lessons Learned (CALL), Fort Leavenworth, Kansas. He received a B.S. from Oklahoma State University and an M.A. from Webster University. He has served in a variety of command and staff positions in the Continental United States (CONUS) and Germany, including chief of plans and operations, G3, National Training Center (NTC), Fort Irwin, California; deputy public affairs officer, NTC; assistant S4, 41st Field Artillery (FA) Brigade, V Corps, Babenhausen, Germany; S1, battalion maintenance officer and battalion operations officer, 4th Battalion, 27th FA Regiment, Babenhausen; and commander, HHS Battery, 4th Battalion, 27th FA Regiment, Babenhausen. His article "Information System Components of Information Operations" appeared in the September-November 1998 issue of Military Review.

Major Arthur N. Tulak is chief, Actual Operations Branch, CALL, Fort Leavenworth. He received a B.A. from the University of Southern California and an M.S. from Southwest Missouri State University and is a graduate of the US Army Command and General Staff College. He has served in a variety of command and staff positions in CONUS, with the 8th Infantry Division in Germany and the 7th Infantry Division, Fort Ord, California. His experience in information operations (IO) includes CALL deployments to Operations Joint Guard *and* Joint Forge *in Bosnia, where he documented the application of IO in peace enforcement operations. His article "Information System Components of Information Operations" appeared in the September-November 1998 issue of* Military Review.